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April 9, 2015

Funding Opportunity Title	Development Grants Program (DGP) – Kenya
Funding Opportunity Number	RFA-615-15-000001
Issuance Date	April 9, 2015
Question Submission Deadline	April 23, 2015 at 4:00 pm Nairobi, Kenya time
Closing Date for Submission of Applications*	May 8, 2015 at 4:00 pm Nairobi, Kenya time

*Late submissions will not be accepted.

SUBJECT: Request for Application (RFA) Number: RFA-615-15-000001, Enhanced Public Participation in local Governance through Civil Society Strengthening Program

Dear Applicants,

Pursuant to the authority granted in the Foreign Assistance Act of 1961, as amended, the United States Government, represented by the U.S. Agency for International Development, Kenya Mission is inviting local Kenyan organizations (see definition of local organization under Section III Applicant Eligibility) to submit applications for the "**Enhanced Public Participation in local Governance through Civil Society Strengthening Program"** through the Development Grants Program (DGP) – Kenya.

The Applicant will be responsible for ensuring achievement of the program objectives as described in the Program Description. Please refer to the Program Description in Section I for a complete statement of goals and expected results.

Pursuant to 2 CFR 200.400(g) and USAID Standard Provisions for Non-U.S. NGOs, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the project and are in accordance with applicable cost standards, may be paid under the award.

Subject to the availability of funds, USAID intends to provide approximately US $1million in total USAID funding to be allocated over a three year period. USAID reserves the right to fund any or none of the application(s) submitted in response to this RFA.

In addition, it is USAID policy to conduct entity eligibility checklists with potential grantees that are receiving USAID funding for the first time in order to determine the fiscal responsibility and ensure adequacy of financial controls and establish an indirect cost rate. In order to begin this process, we request that you send Karla Camp and Justine Kibabu (kcamp@usaid.gov and jkibabu@usaid.gov) the following documents by the Closing Date listed above:

- Financial audits for the past 2-3 years
- Proof of certificate of registration
- Organizational Chart
- Organization Bylaws or standard operating procedures (HR Manuals, Procurement, Payroll)

- Information about your Board
- Program Operation Plans
- Information on past experience, especially assessment reports for past or current projects

Additional guidance on the entity eligibility checklist can be found at:
https://gsearch.usaid.gov/viewer/index.jsp?start=0&proxy=%2F&sessionid=01c4ef3c-3e7e-4317-ac77-13e4af43f3f8

For the purposes of this project, this RFA is being issued and consists of this cover letter and the following:

1. Section I -Program Description
2. Section II -Federal Award Information
3. Section III - Eligibility Information
4. Section IV - Application and Submission Information
5. Section V -Application Review Information
6. Section VI -Federal Award and Administration Overview
7. Section VII - Federal Awarding Agency Contacts
8. Section VIII -Other Information

The preferred method of distribution of this RFA is via the Internet. This RFA and any future amendments can be downloaded from www.grants.gov. Select "Find Grant Opportunities" then click on "Browse by Agency", and select the "U.S. Agency for International Development" and search for the RFA. If there are problems in downloading the RFA from the Internet, please contact the Grants.gov help desk at 1.800.518.4726 or support@grants.gov for technical assistance. In the event of an inconsistency between the documents comprising this RFA, it shall be resolved at the discretion of the Agreement Officer.

Any clarification questions concerning this RFA should be submitted in writing to Karla Camp, Agreement Officer, via e-mail at kcamp@usaid.gov with a copy to Justine Kibabu, Acquisition & Assistance Specialist at jkibabu@usaid.gov by the date and time listed at the top on this cover letter. The e-mail transmitting the questions must reference the RFA number and title on the subject line of the e-mail.

The issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, awards cannot be made until funds have been appropriated, allocated, and committed through internal USAID procedures. Applicants are hereby notified that all awards are subject to the availability of funds and agreement of the parties, and USAID reserves the right to make no awards. All preparation and submission costs incurred are at the Applicant's expense. USAID/Kenya may amend this RFA as necessary (e.g., to revise deadlines or update information). Amendments will be posted to www.grants.gov.

Sincerely,

___/s/_____

Karla Camp
Agreement Officer
USAID/Kenya

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SECTION I – PROGRAM DESCRIPTION

Program Title
Enhanced Public Participation in local Governance through Civil Society Strengthening Program.

Overview of the Development Grants Program
Congress first created the Development Grants Program (DGP) through the enactment of Section 674 of the Consolidated Appropriations Act of 2008 (P.L. 110-161). Appropriations acts in subsequent years have maintained the program annually. Beyond funding and strengthening new or relatively new USAID non-governmental organization (NGO) partners, the DGP aims to strengthen the infrastructure and culture of USAID to enable the Agency to make more direct awards to civil society organizations, to learn from this process, and to inform USAID policies and programs based on this experience. The objective of the DGP is to strengthen Local Non-governmental Organizations (LNGOs), recognizing that a vibrant and active NGO sector is fundamental to promoting a healthy civil society that is accountable and responsive to citizens' needs. Subject to the availability of funds, USAID intends to provide up to $1 million in funding via a Fixed Amount Award for a period of up to three years from the date an agreement is signed.

Priorities for the Kenya FY 2014 DGP
The FY 2014 DGP focuses on supporting the effective implementation of devolution and prioritizes the importance of informed and empowered citizens participating in county affairs**.** The FY2014 DGP is designed to complement USAID's flagship devolution program, Agile and Harmonized Assistance to Devolved Institutions (AHADI) (http://www.usaid.gov/kenya/fact-sheets/agile-harmonized-assistance-devolved-institutions-ahadi). AHADI's purpose is to assist Kenya to achieve the promise of devolution: a governance system that is more transparent, accountable, effective in service delivery and responsive to empowered citizens. Target geographic areas as stated below for the DGP are aligned with counties where AHADI will have significant involvement and the selected implementing partner will be expected to coordinate with AHADI to ensure synergy.

Technical Approach: Applicants who wish to apply for support under the FY14 DGP must propose activities to address the following development goal:

> **Enhanced capacity of communities, grassroots groups, and/or local civil society to meaningfully participate in county governance so as to improve service delivery in response to local needs.**

Priority will be given
(1) to programs that link to USAID/Kenya's priority areas of work including health, education, water and sanitation, land governance, and natural resource governance, and

(2) to programs that make a clear link between enhancing county-level service delivery and the context-specific drivers of conflict in a given county or counties. For example, if challenges in natural resource governance have been a persistent driver of conflict in a given county, then proposals that seek to develop the capacity of local groups to work effectively with the county government to enhance natural resource governance would be assessed more favorably.

All proposals should highlight how activities will engage marginalized communities and groups such as women, youth, persons with disabilities, and other county-level minorities.

All proposals should be designed to ensure responsiveness to the rapidly changing Kenyan political and security context.

Target geographic area(s): USAID/Kenya will consider proposals for activities to be carried out in the following counties: Bomet, Turkana, Isiolo, Wajir, Meru, Murang'a, Vihiga, Tharaka Nithi and Siaya.

Applicants may submit a proposal to undertake activities in one or more counties listed above. The applicant should justify their selection of county(ies) and should demonstrate that the applicant has necessary local networks and credibility to carry out such a program in the selected location(s).

The following list of activities is only illustrative - other innovative ideas are welcome.

- Provide technical assistance and other capacity building support to county-level civil society to develop partnerships, engage in advocacy, or develop joint projects with county governments.
- Build the capacity of civil society to engage national level institutions, in partnership with county government, to address county-level priorities.
- Assist county-level civil society to harmonize approaches across sectors (e.g. education, water, land) and work together towards areas of common interest.
- Assist county-level civil society to create long-term plans for strategic engagement with county governments on key issues.
- Develop or enhance county-level networks that can effectively mobilize and advocate around key service delivery issues.
- Provide opportunities for county-level civil society to positively engage with county government officials opening the door for a productive, on-going relationship to be formed between civil society and county governments.
- Ensure county-level civil society is engaging grassroots citizens and providing opportunities for their concerns to be heard by both the Civil Society Organization (CSO) community and county government officials.

"County-level civil society" includes but is not limited to registered Community Based Organizations (CBOs), community groups, networks and associations, private-sector entities, and faith-based groups.

The proposal should identify the groups or networks that the applicant will work with at the county level and specify the groups' or networks' level of influence in mobilizing citizens and influencing decision-makers at the county level.

Applications that demonstrate innovative approaches in use of technology and that leverage existing resources and capacities in a given county or counties are particularly welcome.

Organizational Capacity Development: The purpose of the DGP program is to develop the potential of local organizations to become direct recipients of USAID funds. Accordingly, **the applicant must include a plan of action for its own capacity development as an organization**. **A proportion of the proposal budget should be allocated to this capacity development plan.**

Applicants should identify how they will assess their own organizational capacities, how they will respond to gaps identified in the assessment, and how they will measure organizational growth over the grant period. This might involve for example, identifying an external consultant to conduct an organizational capacity assessment, or in the event that an organizational capacity assessment has been conducted, identifying training or capacity building programs for staff.

SECTION II – FEDERAL AWARD INFORMATION

A. Estimated Total Amount

Through this RFA, USAID anticipates making one award. Subject to the availability of funds, USAID intends to provide approximately $1 million in total funding for this program. However, USAID reserves the right to fund any or none of the applications submitted.

B. Period of Performance

The period of performance will be for three (3) years from the date of award.

C. Type of Award

USAID intends to award up a Fixed Amount Award as a result of this RFA and will be administered in accordance with ADS 303, available at: (http://www.usaid.gov/ads/policy/300/303saj). The Authorized Geographic Code is 935 for the procurement of goods and services under the resulting award.

Resulting awards to Local Non-Governmental Organizations (LNGO's) will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS 303), 2 CFR 200 Uniform Administrative Requirements, and 2 CFR 700 applicable Cost Principles, and Audit Requirements for Federal Awards. OMB Circulars (i.e., A-21 for Universities or A-122 for Non-Profit Organizations, and A-133), and Standard Provisions for Non-Governmental Organizations.

- ADS 303 is available at: http://www.usaid.gov/ads/policy/300/303
- 2 CFR 200 is available at: http://www.ecfr.gov/cgi-bin/text-idx?SID=1b472774f0a1e84d725c7ca14618e8ac&node=pt2.1.200&rgn=div5
- 2 CFR 700 is available at: http://www.ecfr.gov/cgi-bin/text-idx?SID=18fce4045d211e74d460016792650587&node=20141219y1.358
- Applicable OMB Circulars are available at: http://www.whitehouse.gov/omb/circulars_default
- Standard Provisions for Fixed Obligation Grants to Nongovernmental Organizations available at: http://www.usaid.gov/ads/policy/300/303mat

Resulting Fixed Amount Award to Non-U.S. Non-Governmental Organizations will be administered in accordance with ADS-303 http://www.usaid.gov/ads/policy/300/303saj

Deviations from Standard Provisions

Currently USAID does not anticipate any deviations from the mandatory or applicable standard provisions for non-governmental organizations (see ADS 303).

SECTION III – ELIGIBILITY INFORMATION

1. Eligible Entities

Eligibility is restricted to local Kenyan organizations. The following eligibility requirements apply to both the principal Applicant and to any organization with which the prime Applicant may choose to use as a sub-grantee. Applicants may utilize the services of consultants, for-profit organizations, foundations, universities and other partners for specific tasks or activities under the award, but these services should be included as individual line items in the applicant's budget, and the service providers will not be considered as sub-awardees.

Only LNGOs, as defined below, are eligible for awards. USAID encourages applications from potential new partners. LNGOs are defined as organizations that meet the below definition of "local organization" and are not government controlled or government owned (i.e. where the majority of the members of the governing body are government employees or the recipient government owns a majority interest).

USAID defines a local organization as one that:

- is organized under the laws of the recipient country;
- has its principal place of business in Kenya;
- is majority-owned by individuals who are citizens or lawful permanent residents of the recipient country or is managed by a governing body, the majority of whose members are citizens or lawful permanent residents of Kenya; and
- is not controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of Kenya.

The term "control" in the above phrase "controlled by" means having a majority ownership or beneficiary interest, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means, e.g., ownership, contract, or operation of law. "Foreign entity" means an organization that fails to meet any part of the "local organization" definition.

To be eligible for this program, organizations must not have received more than $5,000,000 from any U.S. Government agency in direct assistance during the past five year period. The date to which the $5 million threshold criteria refers is the date that the award from the U.S. Government was signed. The $5,000,000 threshold includes any type of assistance received directly from any U.S. Government agency through a grant or cooperative agreement during the five-year period. Applicants who have received indirect USAID assistance (sub-awards or other indirect assistance) totaling more than $5,000,000 are eligible.

The Development Grants Program **cannot** finance programs that are:

- pure academic research;
- construction, or other activity involving a significant environmental impact;
- commodity procurement;
- designed to provide direct benefit to police or law enforcement
- not focused on development (e.g. short-term emergency relief); or,
- in violation of the standard provision "Equal Protection of the Laws for Faith-based and Community Organizations" (See applicable standard provisions in references to USAID Automated Standard Directives Chapter 303 for the text of this provision).

In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in the award of Grants and Cooperative Agreements in order to identify and fund the best possible applications to achieve program objectives. This is limited competition to Kenya Local Non-Governmental Organizations (LNGOs), under which any type of organization, faith-based, and non-profit organizations are eligible to compete and apply. USAID encourages applications from potential new partners.

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

A. Content and Format of Application Submission

Content and format instructions must be followed, or Applicants risk being found non-compliant and eliminated from the merit review. Regardless application, the following requirements apply for documents submitted for this RFA, with the exception of Government-issued forms:

A.1. Technical Application Instructions

Applicants shall submit the technical application in line with the format described below and any additional instructions from the Agreement Officer.

1. Technical Application Format (number of pages indicate maximum per- section)

- A maximum of fifteen (15) pages;
- Typed, single space on letter size paper
- 12 font size; charts, tables and spreadsheets may be not less than 10 font.
- Technical and cost applications shall be submitted together and all materials and supporting documentation must be in English.
- Text must be in a recent Windows-compatible version of MS Word (version 2000 or later) or Adobe PDF format;
- Spreadsheets must be in MS Excel (version 2000 or later) or in tables that are compatible with MS Excel.

The fifteen page limit does not include: The table of contents; dividers; the cost application; or appendices or attachments (such as the résumé or Curriculum Vitae (CV) for the proposed Project Director).

Pages in excess of stated limitation will not be considered.

2. Technical application content

The table below lists the full application sections and page limits.

Application section	Page limit
1. Cover Page	None
2. Technical Approach	5 pages
3. Innovation	1/2 page
4. Project Management Approach and implementation Plans	2 pages
5. Planning Matrix	1 pages
6. Monitoring and Evaluation Plan	1 page
7. Organizational Assessment and Institutional Capacity	1 page

8. Gender Integration	1 page
9. Institutional Capabilities/Past Performance	2 page
10. Environmental Procedures	1/2 page
11. Marginalized Groups and Communities	1
12. Attachments/certifications	no page limit; please be concise
Page Limit: 15 pages (not including cover page and attachments)	

Please note, applications that do not include all of these sections will be considered incomplete and will not be scored.

1. Cover Page

The cover page shall include:

1. USAID RFA # RFA-615-15-000001;
2. Name and address of organization;
3. Name(s) and title(s) of the principal author(s) of this application;
4. Title of proposed program; country; total dollar amount of funds requested for the period of performance;
5. Identify applying organization as a LNGO;
6. Point of contact, hereafter referred to as the “agent,” with the authority to negotiate and sign on behalf of the applicant. The agent’s name (both typed and his/her signature), title or position in the organization, email and postal addresses, telephone and fax numbers should be included;
7. Names of other organizations to which Applicant is/has submitted the application and/or which are funding the proposed activities. If any partner organizations are included in the application, they should be listed separately and indicated as subordinate to the principal organization; and
8. A summary table that lists the primary applicant and all partner organizations as well as the percentage of overall program activities of each partner.

2. Technical Approach (maximum 5 pages)

Please use clear logic describing the links between the situation analysis, the program hypothesis, the objectives, methods and anticipated results.

1. Situation analysis: Describe the specific development context; include relevant background information and an analysis of the problem and how it affects men and women; present the opportunities or challenges in the proposed sector(s);

2. Location: Describe the proposed program area or region (provide a map with scale in an attachment). List the process and rationale used to select these areas and describe any experience the Applicant and/or any partner(s) have had working in this area;

3. Theory of change: Clearly explain the theory of change that underlies the approach of the proposed program. The theory of change should describe the link between the proposed activities and their intended impact on the problem, opportunity or challenge identified in the situation analysis; and justification for why the applicant is the appropriate entity for meeting the challenge effectively and

in the long-term, and/or generating catalytic change leading to scalable development impact;

4. Program goal(s) and objectives: List the goal(s) of the proposed program. Include clear, measurable program objectives that, if achieved, will contribute to achieving the stated goal. Include an explanation of why the stated objectives represent the most appropriate response to the problem, opportunity or challenge presented in the context analysis.

5. Methods: Describe the methods/activities the program will utilize to apply the theory of change and achieve the stated objectives. Include a brief description of the human, financial, technical and material resources that will be applied to achieve the objectives including the roles and responsibilities of the applicant and any partners. Describe plans to identify, reach out to and coordinate activities with other development partners working on the same issues to avoid redundancy and multiply impact. If partnerships are proposed, discuss how these will be managed. Discuss alternative methods considered and reasons that the selected approach was chosen over alternative approaches:

6. Outcomes/Results: State the anticipated changes that should result from the proposed methods/activities and how they will contribute to expected program outcomes and impact. Include a description of the numbers and types of individuals, networks, or community-based groups expected to benefit from the program;

7. Sustainability: Describe strategies that will be employed to sustain the activities beyond USAID funding for these activities. If applicable, describe the potential for scaling up to achieve broad-based impact where possible and appropriate. Describe why the Applicant and proposed project is best suited to achieve sustainability; and

8. Risk Analysis: Describe risks associated with the proposed methods that are likely to affect program outcomes. Include factors that are both within and outside of Applicant's control. List strategies the Applicant will utilize to reduce risk and ensure proposed results are achieved.

3. Innovation (1/2 page)
Describe any innovative aspects of the proposed program including:

1. Approach(es) to the development problem, challenge or opportunity with potential for catalytic positive change. Please include a comparison of benefits and risks of chosen approach(es) to other approach(es) that produce the same outcome or meet the same objective;
2. Approaches not previously utilized by the Applicant and/or not previously utilized in the proposed region or country.

4. Project Management Approach and Implementation Plans (2 pages)
The project management approach should include the following components:

1. Applicant's plan for management of the program including a description of any management systems in place, respective roles, responsibilities and accountability of the applicant and its partners, including roles and responsibilities of key staff;
2. General description of the implementation plan and the following two implementation plans:

    a) Proposed first-year implementation plan should be presented in matrix format which includes proposed activities and when they will take place for the time frame indicated. Identify partners for activities where appropriate. First-year work plan, inputs, outputs, and outcomes should be realistic and achievable within proposed budget and timeframe and reflect a grasp of the necessary steps to ensure efficient, effective execution of program activities.

b) Proposed life of project implementation plan that outlines a timeline for phasing of interventions. This plan should contain inputs and outputs and should present outcomes per year that are realistic and achievable within the proposed budget and timeframe and reflect a grasp of necessary steps to ensure rapid, effective execution of program activities. Provide indicators that are clear and measurable and identify partners' roles where appropriate.

6. Planning Matrix (1 pages)

Using a tabular format, summarize main activities, objectives, indicators and measurement methods. Succinctly explain how a particular set of activities will achieve a specific objective and how these results will be measured. Each table should contain the following:

1. A statement of the proposed program goal and the link to the Mission's development objective(s) or challenge, as identified in the Country Development Cooperation Strategy (referenced in Appendix B);
2. Main results-oriented objectives that the program will accomplish; and
3. Primary activities intended to achieve results for each stated objective.

7. Monitoring and Evaluation plan: (1 pages)

Provide a description of Applicant's plan to monitor and evaluate the program and why the plan is appropriate. Include the following components:

1. A list of the types of data or needs assessment information that must be collected to establish program baseline and/or refine proposed activities;
2. How monitoring processes and results will be used to inform project management decisions;
3. The ways in which impact will be evaluated at the end of the activity including how impact may or may not be attributed to the activity;
4. The measurement and data management methods used to collect and analyze indicator data (data sources, frequency of data collection, and methods for collecting and reporting data); and,
5. A plan for collecting and responding to the concerns of program beneficiaries/constituents and other stakeholders (including the collection and use of sex-disaggregated data and gender-sensitive indicators).
6. Examples of key indicators that will measure the results of each objective. Please refer to the Master Indicators referenced here: http://www.state.gov/f/indicators/index.htm. Please note that releveant indicators for the DGP program will come from Section 2, Governing Justly and Democratically, and that now more than 2-3 indicators will be relevant for a given activity; and
7. Methods that will be used to measure key indicators referenced above.

Please refer to the USAID Monitoring and Evaluation guidance here when developing your proposal: http://usaidprojectstarter.org/content/me-and-learning-activity-level.

8. Organizational Assessment and Institutional Capacity (1 page)

Applicants are required to submit a brief plan for how they will strengthen their internal organizational capacity. While it is not required, USAID recommends that applicants conduct an organizational assessment to aid in the development of this plan. While a thorough organizational assessment requires time and energy, if it is done in an open, participatory fashion that allows for honest input by individuals across the organization as well as from key stakeholders outside the organization, the resulting capacity development plan will be more accurate and have greater staff, board, management and community buy-in than if the assessment is completed by a single individual or a group that is not representative of the organization.

If an Applicant is selected for an award, organizational assessments, capacity development objectives and plans may be reviewed again by the Mission, and if applicable, by the selected capacity development provider(s) in order to make any necessary revisions, and to identify other areas that may need development.

While it is understood that a well-developed plan may exceed one page, for purposes of the full application, please include the following components in one page or less:

1. A list of clear capacity development objectives, why they were chosen and how they will be pursued during the project period. These objectives can include activities to improve both the organizational and technical capacity of the Applicant;
2. Proposed or potential service providers from the local or regional capacity development market who can provide the services the Applicant requires to achieve its capacity development objectives. Available costs estimates/price quotes from proposed service providers should be included in the cost application following this section. Local capacity development service providers may include individual consultants with relevant expertise, as well a range of organizations including but not limited to Civil Society Organizations, NGOs, private firms, universities, and government institutes.

9. Gender Integration (1 page)

Describe specific approaches and methodologies that will be used in a substantive and integrated manner to address gender constraints and disparities and how the Applicant will capitalize on opportunities provided by the program to promote gender equality. The application should consider the proposed activities' impact on men and women, and state how it will monitor positive intended changes and mitigate unintended negative changes. Applicants should provide a rationale if gender is not an issue for the proposed program. For more guidance on gender analysis and integration, please see the following references:

- ADS 201.3.9.3 "Gender Considerations" (http://www.usaid.gov/policy/ads/200/201.pdf)
- ADS 201.3.11.6 "Project/Activity Planning Step 2: Conduct Project- level Analysis as Needed" (http://www.usaid.gov/policy/ads/200/201.pdf)
- Guide to Gender Integration and Analysis (http://transition.usaid.gov/policy/ads/200/201sab.pdf)

10. Institutional Capabilities and Past Performance: (2 pages)

For this section, include:

1. A description of the applicant's institutional capacity to manage (technically, administratively and financially) the proposed program in a technically and culturally appropriate fashion;
2. A list of key staff and their qualifications with respect to the project goals and objectives as well as language capabilities where appropriate. Qualifications (resumes, CVs) may be included as attachments. If attached, include reference here.
3. Concise description of Applicant's, as well as prospective or existing partners', previous work and experience relative to the activities and region or country being proposed during the past three years; For each relevant project/award, include a brief statement including:
   a. The relevance of the work to the program being proposed;
   b. Results achieved;
   c. Duration, size/scale, and value;
   d. List of references and information such as location, award numbers if available, brief description of work performed and contact information with current email addresses and telephone numbers;

e. A description of past project sustainability results (or plans, if current work) to maintain impact (or if applicable, to continue and/or expand work) beyond donor support.

11. Environmental Procedures (1/2 page)

Proposal should include a plan for monitoring the environmental impact of the activities supported by this award. (Please see section F below, discussing the fact that the environmental impact of these activities are expected to have no significant adverse effect on the environment.) The plan should include how the applicant will assess and monitor any potential environmental impact of the activities, how any possible environmental impacts might be corrected, and who will be responsible for maintaining environmental compliance. For example, an applicant might develop a pre-implementation checklist for all activities to document consideration of any possible environmental impacts.

12. Marginalized Groups and Communities (1 page)

Integration of marginalized groups and communities is an important development goal for USAID, reflecting the emphasis on addressing historical marginalization in the Kenyan Constitution. . Marginalized groups and marginalized communities are defined in Article 260 of the Constitution of Kenya (2010). For this section, please include a description of which marginalized communities or groups are key stakeholders for the proposed activity (keeping in mind that gender integration is addressed elsewhere) and how integration of these communities will be achieved.

B.2. Cost Application Instructions

While no page limit exists for the full cost application, Applicants are encouraged to be as concise as possible, but still provide the necessary details. The cost application must illustrate the three-year period of performance, using the budget format shown in the SF-424 attached in Appendix B.

The Cost Application must contain the following sections:

1) Cover Page
2) SF 424 Forms (sample attached in Appendix B)
3) Budget Template (template attached in Appendix B)
4) Budget Narrative
5) Evidence of Dun and Bradstreet and SAM.gov Registration
6) Funding Restrictions
7) Certifications, Assurances and Other Statements of the Applicant
8) Budget summaries must show US Dollars (USD) and/or Kenya Shillings (KSH) and indicate the exchange rate used

1. Cover Page

The Cost Application Cover Page must contain the same information as the Technical Application Cover Page.

2. SF 424 Form(s)

The Applicant shall submit the application using the SF-424 series:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
SF-424	http://apply07.grants.gov/apply/forms/sample/SF424_2_1-V2.1.pdf
Instructions for SF-424A	http://www.grants.gov/assets/InstructionsSF424A.pdf
SF 424A	http://apply07.grants.gov/apply/forms/sample/SF424A-V1.0.pdf
Instructions for SF-424B	http://www.grants.gov/assets/InstructionsSF424B.pdf
SF 424B	http://apply07.grants.gov/apply/forms/sample/SF424B-V1.1.pdf

Failure to accurately complete these forms could result in elimination from consideration.

3. Budget

The budget must be submitted in the format of the template attached in Exhibit B. It should be one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and shall be broken out by project year, including itemization of the federal amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

a) Summary budget, inclusive of all project costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant for the entire period of the project.
b) Detailed budget, including a breakdown by year, by budget category and budget line items for all federal funding (core and field support) for the entire implementation period of the project.
c) Detailed budgets for each sub-applicant, for all federal funding, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed budget must contain the following budget categories and information, at a minimum:

Personnel must be proposed in accordance with the Applicant's personnel policies and must include as much as possible information about the personnel's name, position, status, salary rate, level of effort and salary escalation factors. Explain assumptions in the budget narrative. If the organization has standing policies across all projects for annual salary escalations that exceed current inflation rates, those policies and the effective date of those policies must be provided with the application. The Applicant must also certify that the policy applies to all staff across all projects.

Fringe Benefits, if applicable, must be applied to the salaries and wages in a manner that allows the USAID cost analyst to ensure proper application of the fringe benefits. Please provide adequate justification for the proposed rate. If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the budget narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

Consultants, if used by the prime Applicant, must contain a line item for each consultant that will be used, including daily or hourly rates as appropriate. The budget narrative must detail why the consultant is being used, proposed hours, proposed rate and totals.

Travel must be separated into international and domestic travel. Within each category, details must be provided to explain the purpose of the trips, the number of trips, the departure and arrival cities, the number of travelers, and the duration of the trips. Per Diem must be based on the applicant's travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the budget narrative.

Equipment must include information on estimated types of equipment, models and the cost per unit and quantity. The budget narrative must include the purpose of the supplies and the basis for the estimates.

Supplies must include information on estimated types of supplies and the cost per unit and quantity. The budget narrative must include the purpose of the supplies and the basis for the estimates.

Contractual must specify the services or goods provided by the sub-applicants. The sub-applicants must prepare similar detailed budgets and budget narratives that align with the same requirements as the Applicant. If using a U.S. sub-recipient, the sub-recipient must provide its USAID NICRA or an approved letter from a cognizant U.S. Federal audit agency to substantiate fringe or indirect rates. If none exists, the U.S. organization must provide two years of audited financial data and a narrative that supports how the fringe and indirect rates were calculated. U.S. organizations must also include a cost element for Allowances, if any are expected.

Other Direct Costs must include programmatic costs not included under any other cost element. This may include meeting costs, training sessions, advertisements, etc. The budget narrative must detail the number of meetings/trainings, training/meeting costs such as facility rental, audio visual rental, meals, local travel for participants, etc. Meals and local travel must not be duplicated for the Applicant's staff in travel and transportation, but must only cover non-Applicant or non-sub-applicant employees attending the meetings/trainings. It must also include items such as: office rent, utilities, communication equipment service costs, report preparation costs, insurance (other than insurance included in the Applicant's indirect rates), etc. The Budget Narrative must support the unit number and price and reason for all other direct costs.

Indirect Costs must be supported with information to substantiate the calculation of the indirect cost. If the Applicant has received one of the following, it must provide it to substantiate the indirect cost: a letter from a cognizant U.S. Federal audit agency or a Negotiated Indirect Cost Agreement (NICRA). Otherwise, a narrative explanation of the calculation and application of indirect costs is required.

4. Budget Narrative

The cost elements provided in the Detailed Budget must also be provided in the Budget Narrative, but with text that explains the rationale for the choices and costs. As noted throughout the cost categories above, the Budget Narrative must contain sufficient detail so that USAID can read the document while reviewing the Detailed Budget and understand the costs. The Budget Narrative must be thorough, including sources for costs to more quickly enable USAID to determine the cost as fair and reasonable.

5. Dun and Bradstreet and SAM.gov Requirements

All Applicants are required to:

(i) Be registered in the System for Award Management (SAM) before submitting its application (www.sam.gov);
(ii) Provide a valid DUNS number in its application; and
(iii) Continue to maintain an active SAM registration with current information at all times during which it has an active federal award or an application or plan under consideration by a federal awarding agency.

USAID may not make a Federal award to an Applicant until the Applicant has complied with all applicable DUNS and SAM requirements. Registration must occur before submission of the full applications.

6. Funding Restrictions

Construction is not permitted under this RFA.

7. Required Certifications, Assurances, and Solicitation Provisions

Applicants must complete the Certifications, Assurances, and Representations listed below and include as PDF with the application submission:
http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf

a. A signed copy of Certifications, Assurances, and Other Statements of the Recipient, which include:

- Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs (This assurance applies to Non-U.S. organizations, if any part of the program will be undertaken in the U.S.);

- Certification on Lobbying (2 CFR 200.450);

- Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206);

- Certification Regarding Terrorist Financing; and

- Certification of Recipient

b. Other certifications and statements found in Certifications, Assurances, and Other Statements of the Recipient, which include:

- A signed copy of Key Individual Certification Narcotics Offenses and Drug Trafficking, (ADS 206.3.10) when applicable;
- A signed copy of Participant Certification Narcotics Offenses and Drug Trafficking (ADS 206.3.10) when applicable;
- The Survey on Ensuring Equal Opportunity for Applicants;
- Other Statements of Recipients.

Applicants must have established financial management, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations governing the specific award mechanism. All potential awardees will be subject to a financial responsibility determination issued by a warranted USAID Agreements Officer that may include a pre-award survey and/or an audit.

SECTION V: APPLICATION REVIEW INFORMATION

The USAID Selection Committee (SC) will conduct a merit review of all Applications received in response to this RFA in accordance with the merit review criteria detailed below.

After a careful and thorough review of all full applications by the USAID SC, the Agreement Officer will make the final determination and an award may be made to the Applicant whose application offers the best value, considering both technical and cost criteria. Award may be made without additional discussions.

Numerical weighting indicates the relative order of importance of the technical criteria, to guide applicants in determining which areas require emphasis in the preparation of applications.

Applications will be judged on the ability of the applicant to achieve the expected results in a reasonable time frame at a reasonable cost. The application will be reviewed initially by the Mission together with others directed at the same country/region and rated on the below criteria, with a total possible score of 100 points.

MERIT REVIEW CRITERIA (TOTAL: 100 POINTS)

1. Technical Approach (35 points)

Situation Analysis

Demonstration of understanding of development problem and how it affects men and women, opportunity, or challenge in the proposed sector(s) and degree to which the Applicant demonstrates that it is the right actor for carrying out the activities and has the ability to facilitate change that can be sustained after USAID funds are expended; and plans to identify, reach out to and coordinate activities with other development partners working on the same issues to avoid redundancy and multiply impact.

Program Design

Demonstration of the relevance of program objectives to USAID Mission sector priorities as described in Appendix 1rationale for selection of proposed program location(s); and adequate consideration of risks associated with the proposed approach both within and outside of the Applicant's control and the degree to which strategies proposed to reduce or mitigate risk will be effective.

Activities & Results

Degree to which proposed: activities will logically and feasibly lead to outcomes/results and impact that address the needs identified in the context analysis; approaches/methods chosen are appropriate and are preferable to any alternative methods; approaches/methods chosen are innovative, non-traditional or catalytic and could lead to broad-based impact and/or large-scale successes in addressing the development problem, opportunity, or challenge; outcomes are measurable, clearly stated, and significant (as contrasted with vague, subjectively measurable and trivial).

2. Innovation (5 points)

Degree to which application includes innovative approach(es) for the Applicant, region/country, and/or technical sector and discusses the benefit(s) and risk(s) of chosen approach(es) relative to other approach(es) that produce the same outcome or meet the same objective.

3. **Project Management Approach and Implementation Plans (15 points)**

   Presence of a logical, sufficient and clear plan for managing the proposed program including a clear, complete account for roles and responsibilities of all partners and key staff and an explanation of what management systems will be put in place to accomplish proposed objectives (understanding that Applicants may not have all necessary systems in place and that the development of these systems may be included in the Applicant's capacity development plan); and the degree to which proposed first year implementation plan includes the required components and outlines an achievable plan given the program objectives and budget and timeframe, and life of project implementation plan includes required components and outlines an achievable plan given the program objectives, budget and timeframe.

4. **Monitoring and Evaluation Plan (7 points)**

   Degree to which Applicant's monitoring and evaluation plan clearly demonstrates how progress and impact will be tracked, measured and reported with appropriate milestones and expected accomplishments, including measurable output and performance indicators. Inclusion of data collection and management (including relevant baseline data, information on how indicators will be developed). All people-level indicators must be disaggregated by sex, and should include indicators designed to track changes in key gender gaps from baseline to endline. Discussion of how the plan will be used for adaptive management.

   Inclusion of a clear plan to maintain open dialogue with beneficiaries/constituents and other stakeholders, to respond to issues that arise during implementation.

5. **Institutional Capabilities/Past Performance (10 points)**

   As applicable, demonstrate institutional capacity to manage (technically, administratively and financially) the proposed program in the proposed region in a technically and culturally appropriate fashion; appropriate experience of key staff relative to project goals and objectives as well as language capabilities; extent to which Applicant included references of past performance; Applicant's ability to successfully compete the proposed program; and extent to which attached evaluations (if any) indicate Applicant can successfully complete the proposed program. Degree to which Applicant describes its institutional capacity challenges and needs for managing the project, and outlines a clear plan for strengthening these capacities in the next section – Organizational Assessment and Institutional Capacity.

6. **Organizational Assessment and Institutional Capacity (10 points)**

   Include a clear, logical institutional capacity development plan that identifies specific organizational development needs, presents and prioritizes objectives that address those needs, and presents key actions to meet each objective. The plan should also reflect a commitment to organizational improvement with reasonable targets for the period of performance (life of project); demonstrate the rigor of the process by which the capacity development plan was created (including titles of staff, management and board persons and other stakeholders, if any, involved); discuss the tool/framework and methods utilized to assess the Applicant's capacity and create capacity development objectives; and list possible local and/or regional capacity development service providers that can help the Applicant meet stated capacity development objectives.

7. **Gender Integration (9 points)**

   Extent to which Applicant describes how gender considerations are addressed in a substantive and integrated manner, including specific and effective approaches for addressing gender constraints and disparities, and capitalizing on opportunities; and degree to which Applicant considers the impact of the proposed program on both men and women. –If applicable, a discussion of why gender is not a consideration of the proposed program.

8. Integration of Marginalized Groups and Communities (9 points)

Extent to which applicant described how the proposed activity will reach out to and engage with marginalized groups and communities at the county-levelApplicants should describe specific approaches and identify which marginalized groups or communities will be important constituencies for the activity.

9. Effectiveness, realism and reasonableness of total estimated cost– Required but bears no points

Although the cost application will not be scored, a cost realism analysis will be conducted. The cost realism analysis is intended to meet the following three goals:

1. Verify the Applicant understands of the requirements and regulations;
2. Assess the degree to which the cost application reflects the approaches in the technical application; and
3. Assess the degree to which the cost included in the cost application accurately represents the work effort included in the technical application.

10. Branding Strategy and Marking Plan – Required but bears no points

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub award, must be marked appropriately overseas with the USAID Identity. USAID will require the submission of a Branding Strategy and a Marking Plan by the apparent successful applicant under this RFA. For more information, see: http://www.usaid.gov/branding/assistance-awards

a. Well defined Branding Strategy that describes how the program, project, or activity is named and positioned; how it is promoted and communicated to beneficiaries and cooperating country citizens; and identifies all donors and explains how they will be acknowledged.

b. Well defined Marking Plan detailing the public communications, commodities,and program materials and other items that will visibly bear the USAID Identity.

11. Cost Effectiveness and Cost Realism

Once the technical review of the full applications is completed, USAID will review the cost application of the apparently successful Applicant for effectiveness and realism.

SECTION VI: FEDERAL AWARD AND ADMINISTRATION INFORMATION

A. Award Administration:

Resulting awards to Local Non-Governmental Organizations (LNGO's) will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS 303), 2 CFR 200 Uniform Administrative Requirements, and 2 CFR 700 applicable Cost Principles, and Audit Requirements for Federal Awards. OMB Circulars (i.e., A-21 for Universities or A-122 for Non-Profit Organizations, and A-133), and Standard Provisions for Non-Governmental Organizations.

- ADS 303 is available at: http://www.usaid.gov/ads/policy/300/303
- 2 CFR 200 is available at: http://www.ecfr.gov/cgi-bin/text-idx?SID=1b472774f0a1e84d725c7ca14618e8ac&node=pt2.1.200&rgn=div5
- 2 CFR 700 is available at: http://www.ecfr.gov/cgi-bin/text-idx?SID=18fce4045d211e74d460016792650587&node=20141219y1.358
- Applicable OMB Circulars are available at: http://www.whitehouse.gov/omb/circulars_default
- Standard Provisions for Fixed Obligation Grants to Nongovernmental Organizations available at: http://www.usaid.gov/ads/policy/300/303mat

Resulting Fixed Amount Award to Non-U.S. Non-Governmental Organizations will be administered in accordance with ADS-303

- ADS 303 is available at: http://www.usaid.gov/ads/policy/300/303saj

Deviations from Standard Provisions

Currently USAID does not anticipate any deviations from the mandatory or applicable standard provisions for nongovernmental organizations (see ADS 303).

B. Federal Award Notices

1. Applicants will be notified in writing via email of their application status (successful or unsuccessful) upon completion of the review process.
2. Applicants notified of a successful application status will be requested to provide a Branding and Marking Plan. Notification of successful application status is not an authorization to begin performing proposed activities or performance in general.
3. Applicants notified of an unsuccessful application will not be considered for award under this RFA.

Applicants who are notified that their full application was unsuccessful are able to request additional information within 10 working days following receipt of the notice. The unsuccessful Applicant may send a written request for additional information to kcamp@usaid.gov and jkibabu@usaid.gov .

C. Authority to Obligate the Government

The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

D. Reporting Requirements

Applicants should refer to USAID's guidance, policy directives, required procedures and standards found in ADS 303, for all applicable reporting requirements under grants and cooperative agreements.

During the life of an award, the grantee will be responsible for submission of some or all of the following reports to the Agreement Officer's Representative:

Report	Due
1. Annual Work Plan	To be submitted 90 calendar days after the award year which is in accordance with 2 CFR 200.328(b).
2. Semi-Annual Reports	Within one month of the end of each six-month period.
3. Quarterly financial reports	Not later than 45 days after the end of each FY quarter, in accordance with 2 CFR 200.327, the SF-425 and SF-272 will be required on a quarterly basis.
4. Mid-term evaluation	As mutually agreed.
5. Final Report	To be submitted 90 calendar days after the expiration or termination of the award which is in accordance with 2 CFR 200.328(b).
6. Assessments, evaluations, manuals, training plans and materials, etc.	As mutually agreed.
7. Accrual Reports	Not later than ten days before the end of each financial quarter.
8. Reports of achievements against standard and/or customized indicators	As requested by AOR and consistent with USAID reporting requirements.
9. Reporting on Foreign Taxes	April 16th of each year

E. Program Income

Any program income generated under the award will be treated in accordance with Program Income (December 2014) from USAID's Standard Provisions for Non-U.S. NGOs.

F. Environmental Compliance

An Initial Environmental Examination (IEE) has been approved for this activity. The IEE covers activities expected to be implemented under a cooperative agreement awarded under this RFA. USAID has determined that a **Negative Determination with Conditions** applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this RFA.

1. As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned

activities under the cooperative agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

2. If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

3. Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

4. When the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions and/or (2) an EA, the recipient shall:

   a) Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the recipient shall prepare an EMMP or M&M Plan describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness.

   b) Integrate a completed EMMP or M&M Plan into the initial work plan.

   c) Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

SECTION VII – FEDERAL AWARDING AGENCY CONTACTS

All inquiries and correspondence shall be sent to Karla Camp at kcamp@usaid.gov and Justine Kibabu at jkibabu@usaid.gov.

SECTION VIII – OTHER INFORMATION

A. USAID Rights and Funding

USAID may (a) reject any or all applications; (b) accept other than the lowest cost application, and (c) waive informalities and minor irregularities in the concept applications received.

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and/or submission of an application. Applicants who come under consideration for an award that have never received USAID funding will be subject to a pre-award audit to determine fiscal responsibility, ensure adequacy of financial controls, and establish an indirect cost rate (if applicable).

B. Regulations and References

2 CFR 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards

USAID Policies and Procedures

Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients

See the following Appendices:

- Appendix A – Grants.gov Instructions
- Appendix B – Budget Templates

Appendix A: Grants.Gov Registration process

Before submitting an application under this RFA, it is highly recommended that applicants read the entire Section IV, Application and Submission Information in this RFA. Reviewing these sections thoroughly will assist an Applicant in submitting a complete, full application.

Register Online at Grants.gov

New Applicants Applying to Grants.gov:

It is **strongly encouraged** that new organizations immediately begin the 5-step Grants.gov registration process (listed below), while simultaneously completing the application package. The registration process may take up to two weeks to complete. USAID understands that delays in the registration process may be beyond your control. If an organization has begun the registration process but experiences delays that make it difficult for to meet the application deadline, contact the RFA POC(s) who will work with you to find a solution. If an organization is having difficulties, contact the Agency POC(s) listed in the RFA as soon as possible.

Register as an organization on Grants.gov if you are not already registered. All organizations must register. See below for a brief overview of the registration steps. Grants.gov is also available to lead you through the process.

STEP 1: Obtain a Data Universal Number (DUNS)

The Data Universal Number System **(DUNS)** number is a unique nine-character number that identifies your organization. It is a tool of the federal government to track how federal money is distributed. Most large organizations, libraries, colleges and research universities already have DUNS numbers. Ask your grant administrator or chief financial officer to provide your organization's DUNS number or search online by using the DUNS search.

If your organization does *not* have an existing DUNS number, you will need to request one. You can request a DUNS Number here.

STEP 2: Register Your Organization with the System for Awards Management (SAM)

You must also register with SAM. SAM is the primary registrant database for the U.S. Federal Government. SAM collects, validates, stores and disseminates data about the federal government's trading partners in support of the contract award, grants and the electronic payment processes.

STEP 3: Username and Password

If your organization's E-Business Point of Contact (E-Biz POC) has assigned you AOR rights, you are authorized to submit grant applications on behalf of your organization. AORs must createa username and password to serve as their "electronic signature" when submitting an application on behalf of their organization. To register as an AOR and create a username and password, go to: https://apply07.grants.gov/apply/OrcRegister

STEP 4: AOR Authorization

Your E-Biz POC must then login to Grants.gov (using the organization's DUNS number for the username and the "MPIN" password obtained in Step 2) and approve the AOR, thereby giving permission to submit applications. When an E-Biz POC approves an AOR, Grants.gov will send the AOR a confirmation email that includes the requesting AOR's name, e-mail address and phone number. In some cases the E-Biz POC can also be the AOR for an organization. If the E- Biz POC wishes to submit applications on behalf of their organization, he or she must also complete a separate AOR profile with username and password (Step 3 of the registration process) using a different email than the one used for their E-Biz POC registration.

STEP 5: Track AOR Status

To verify that your organization's E-Biz POC has approved you as an AOR, please track your status. You cannot apply for grants without E-Biz POC approval.

For questions, please consult:

- Organization Registration User Guide
- Organization Registration Checklist
- Grants.gov Contact Center: 1-800-518-4726 or support@grants.gov. Hours of Operation: 24 hours a day, 7 days a week.

If you are concerned that you will not finish your SAM registration in time to meet the overall application deadline, contact the USAID POC(s) listed in Section VII who will work with you to find a solution. If an organization is having difficulties, contact the Agency POC(s) listed in Section VII above as soon as possible.

Appendix B – Attachments

1) Budget Template:

Budget Template.xls

2) SF-424 Form:

SF424.xls

3) USAID/DGC Initial Environmental Examination (IEE):

Kenya DRG IEE 2012-17 signed (1).p

4) USAID/Kenya Country Development Cooperation Strategy

CDCS Results Framework 2014.pdf